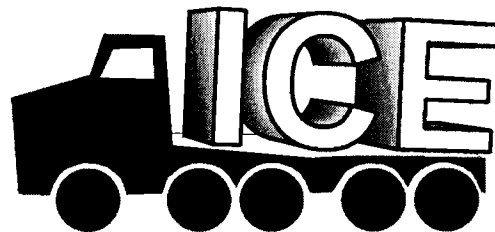




U.S. ARMY CORPS OF ENGINEERS



DISASTER GUIDEBOOK



June 1999

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TABLE OF CONTENTS

ICE

	Page
<u>1. Purpose.....</u>	<u>1</u>
<u>2. Mission Definition.....</u>	<u>1</u>
<u>3. Team Staffing.....</u>	<u>2</u>
a. ESF #3 Action Officer.....	5
b. Mission Manager.....	6
c. Mission Specialist.....	6
d. Contracting Specialist	7
e. Logistics Team Member.....	7
<u>4. Pre-Disaster Planning</u>	<u>8</u>
<u>5. Disaster Assessment</u>	<u>9</u>
<u>6. Special Coordination Issues.....</u>	<u>10</u>
<u>7. Notification, Activation and Deployment.....</u>	<u>11</u>
<u>8. Contract Information/Considerations</u>	<u>12</u>
<u>9. Real Estate Requirements</u>	<u>13</u>
<u>10. Logistics</u>	<u>13</u>
<u>11. Public Affairs.....</u>	<u>14</u>
<u>12. Reporting</u>	<u>14</u>
<u>13. After Action.....</u>	<u>14</u>

TABLE OF CONTENTS – Con’t

Appendices

Title	Appendix
<u>Mission Assignment / RFAs</u>	<u>A</u>
<u>Contract Statement of Work</u>	<u>B</u>
<u>Ice Testing Requirements</u>	<u>C</u>
<u>Containerized Ice Plant</u>	<u>D</u>
<u>Contractor’s Payment Request Certification</u>	<u>E</u>
<u>List of Vendors for Bagged Ice</u>	<u>F</u>
<u>Logistics Forms</u>	<u>G</u>
<u>Sample Reports</u>	<u>H</u>
<u>Ice Mission Summary Form</u>	<u>I</u>
<u>Deployment Checklists</u>	<u>J</u>
<u>CEFMS Permissions</u>	<u>K</u>
<u>Essential Elements of Information</u>	<u>L</u>
<u>Quick Facts</u>	<u>M</u>
<u>Acronyms</u>	<u>N</u>

ICE MISSION

1. **Purpose.** The purpose of this document is to provide guidance on executing the Ice mission by a Planning and Response Team (PRT). The guide includes an overview of the role of the PRTs in the Federal disaster response structure, the specific duties, roles, and responsibilities for each PRT member, and standard implementation procedures.

2. **Mission Definition.** Provide quantities of ice as required to support response efforts to include procurement, transportation, and distribution to impacted areas. Access to and acquisition of real property (by right-of-entry or leasing) may be necessary to facilitate mission execution.

a. Initial Funding. (Pre-Disaster) Initial funding for pre-disaster missions may be provided by FEMA for the purposes of energizing the Ice PRT and/or pre-placement of ice in designated staging areas. Pre-disaster funds are provided by FEMA in the form of a Request for Assistance (RFA), which also defines the scope of the mission. Pre-drafted Mission Assignments have been developed to facilitate immediate activation of the mission. Based on previous disasters, initial funding in the amount of \$125,000 will be made available for the pre-disaster mission. (See Appendix A)

b. End State. (Pre-Disaster) The pre-disaster mission is physically complete upon determination that ice demands can be met by other sources or upon issuance of a post-disaster mission assignment (RFA).

c. Initial Funding. (Post-Disaster) Funding requirements for the post-disaster mission should be based on a variety of factors including anticipated quantities required, potential length of mission, methods of delivery (air, barge, road), distance from vendors, and special circumstances, such as the magnitude of the disaster. If there is insufficient information available to determine funding needs, a request of \$1,000,000 is recommended based on previous disasters. The Ice Mission may be initiated upon receipt of verbal instructions and funding from FEMA with subsequent written confirmation. Transfer of funds between Corps offices, however, must be executed by Government order. Amendments to the RFA may be requested by the Action Officer (AO) to either increase or decrease the authorized funding amount or to modify the scope of the mission. It is important that once the Presidential Declaration is made that all work, from that point on, be charged to the post-disaster mission. (See Appendix A)

d. End State. (Post-Disaster) The post disaster mission will be considered physically complete when adequate supplies of ice are available to the general public as determined by FEMA in coordination with the State. This occurs when commercial power is restored resulting in restoration of residential refrigeration capabilities. A related factor is when commercial sources of ice are available in adequate quantities. Generally this mission lasts 30 to 45 days depending on severity of damage to power facilities. Neither the scope of the

mission nor funding limits can exceed that authorized by FEMA in the RFA and subsequent amendments.

3. **Team Staffing.** The staffing of the PRTs is designed to provide the minimum number of personnel to effectively manage and execute the mission in concert with the responding district's command and control structure or team. The team configuration is designed to staff the four operational functions required to execute a major Federal Response Plan (FRP) mission. These four operational functions are; the Emergency Support Function (ESF #3) element at the Disaster Field Office (DFO), the Emergency Response and Recovery Office (ERRO), District Emergency Operations Center (EOC), and the logistical staging area(s). The premise of this concept is a team trained to work together, totally familiar with the mission details and responsibilities, will fill the key positions required to execute the mission. This team will be supplemented as necessary to effectively execute the mission.

The ice team staffing is as follows:

ESF#3 Action Officer	
Mission Manager	
Mission Specialist	
Contract Specialist	
Logistics	
Mission Specialist	} Night Shift
Logistics	

The team members in **Bold** print are the primary positions who will initially deploy as a team. The other positions represents the follow on support team members as required. Dependant on the magnitude of the event, the activated PRT may be required to deploy sufficient personnel to facilitate 24-hour coverage. Figure 1A depicts the basic operational responsibilities of the four functions. Figure 1B depicts the location of each staffing element in relation to the four operational functions.

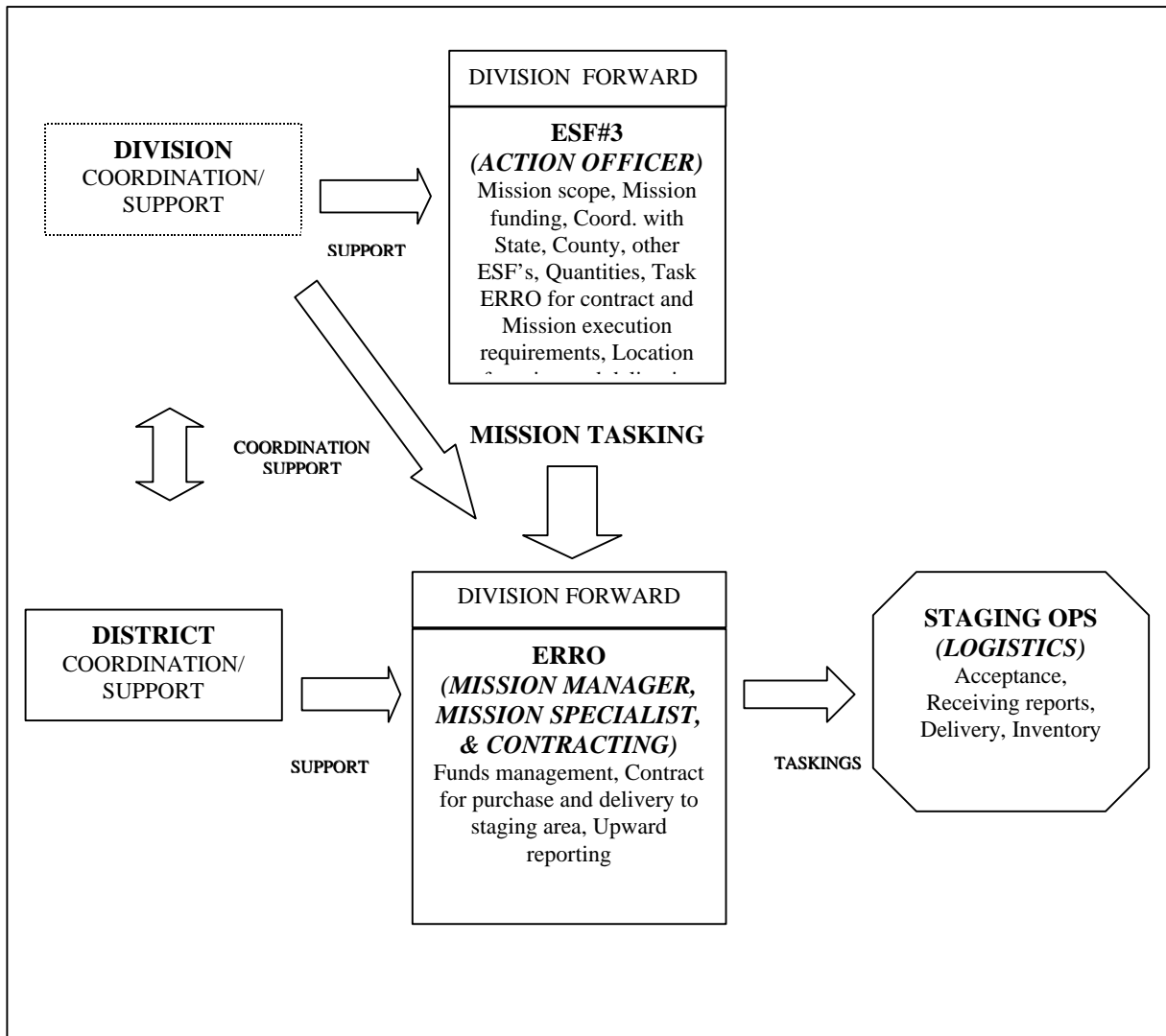


Figure 1A

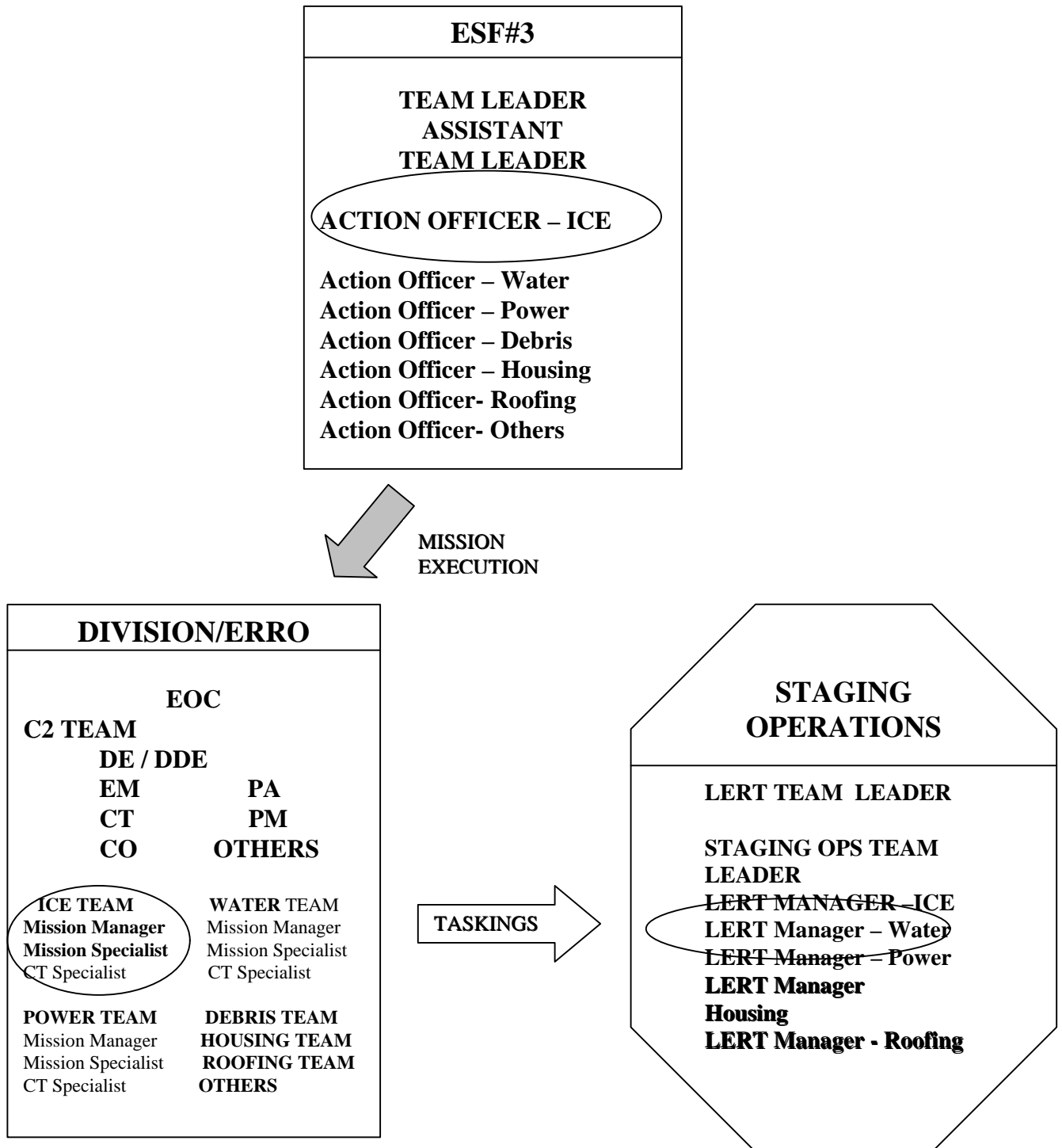


Figure 1B

a. **ESF#3 Action Officer.** The Action Officer (AO) works in the ESF#3 element at the DFO and reports to the ESF#3 Team Leader.

(1) Responsibility. The AO is responsible for fully coordinating the mission requirements with the local government, state, FEMA, and the other ESFs to determine the total scope of the mission and assure establishment of realistic mission goals. Coordination with other ESFs such as ESF#5 (FEMA), ESF#6 (Red Cross), and ESF#11 (Dept. of Agriculture) is vital in determining the target affected population, quantities of FEMA supplied ice, donated ice and contract requirement respectively. Once the mission scope is determined, the AO is responsible for coordinating with the FEMA Project Officer in writing the mission assignment and obtaining funding authority for the mission. The AO then tasks the Mission Manager at the ERRO to contract to purchase the required quantities of ice for delivery to the appropriate staging area. The AO coordinates with State and local governments and ESFs to determine delivery locations beyond the staging area and tasks the Mission Manager who in turn task the LERT for delivery. It is the responsibility of the AO to fully coordinate all actions with the ERRO Mission Manager and FEMA and support DFO and ERRO reporting requirements. It is the responsibility of the AO in conjunction with the ERRO Mission Manager to develop a closeout letter, upon physical completion of the mission, signed by the ESF#3 Team Leader, for submittal to FEMA for approval closing out the mission.

(2) Relationships: **The AO represents the Division Forward and is the Corps liaison with FEMA and all DFO agencies for the Ice Mission. The AO serves as the single point of contact at the DFO for the Ice Mission. The AO facilitates coordination meetings with state and local officials, FEMA Operations/Human Needs team and ERRO when required. In addition, the Action Officer will serve as the primary liaison between the DFO and ERRO, in coordination with the Mission Manager, on all activities relating to mission execution. This includes tasking the ERRO for required actions; assuring contract scope requirements are accurate, timely and meet the requirements of the mission assignments; and assuring that the mission is being properly executed. Works with the Mission Manager on specialized issues to ensure appropriate actions are accomplished. The Mission Manager, Contract Specialist, LERT and the AO must work very closely as a team to determine the appropriate contract format and plan of execution for the mission. The AO is responsible for coordinating upper agency leadership to expedite solutions to problems that interfere with the Ice Mission. The AO is responsible for resolving any state and/or federal issues that slow or hinder mission execution.**

(3) Personnel Requirements. The ESF#3 AO position will be performed by the district EM or an EM program manager. The AO must have full knowledge of the Federal Response Plan, FEMA operations, PL 84-99 authorities, and operational dynamics of a DFO. This position requires an alternate person be designated.

b. **Mission Manager.** The Mission Manager (MM) works in the ERRO for the ERRO Commander.

(1) Responsibility. The MM is responsible for the scopes of work, cost estimates, coordinating the procurement process, scheduling, financial management, and reporting. The MM's primary role is to procure and ship the ice to the staging area(s). Once the delivery is completed to the staging area it becomes the responsibility of the LERT for acceptance, accountability, and delivery to the impacted areas(s). The MM is the **sole** source of information for input into the SITREPS and ENGLink concerning the status of the Ice Mission. Upon physical completion of the mission, it is the responsibility of the MM to transfer all financial and contractual documentation to a designated District financial manager for fiscal mission closure.

(2) Relationships. The MM must be familiar with the procurement process and have the ability to communicate mission requirements to Contracting, Engineering, Emergency Management, and other district/ERRO elements. The AO scopes the total mission and coordinates the mission assignment from FEMA, the MM procures and ships the ice to staging operations, and the LERT delivers to the customers. It is the functional responsibility of the MM to direct the procurement and shipment of ice to staging areas and to task the LERT team to deliver ice to the consumer/distribution centers. The MM receives instructions from the AO but works under the general supervision of the ERRO Commander (Division Forward). All elements must work together effectively to accomplish the mission. At the option of the host District, the MM may be granted access to their CEFMS database with appropriate authorities required to manage the Ice Mission. Should the host District opt not to grant CEFMS access to the MM from the responding PRT, then they should provide a Mission Coordinator from the host District with appropriate authority to execute the mission under direction from the MM. If it is anticipated that the duration of the mission will exceed thirty days and require the hand-off of execution responsibilities to another Ice PRT, it is highly recommended that the impacted District designate a Mission Coordinator to provide continuity to the mission and to assist with the fiscal mission close-out. The Mission Coordinator should be fully involved with the mission from the start of the mission until final fiscal closure.

(3) Personnel Requirements. The MM position requires an aggressive "can do" manager that is totally familiar with the contracting process. The MM must be trained as an integral part of the Ice PRT, fully knowledgeable of the contracting, coordination, and reporting requirements. The MM must be familiar with CEFMS and the PR&C process. This position requires an alternate person be designated.

c. **Mission Specialist**. The Mission Specialist (MS) works in the ERRO and assists the MM. An additional MS will be assigned and will deploy to support a night shift as required.

(1) Responsibility. The MS's primary responsibility is to assist the MM and to perform the role of the MM in the absence of the MM. The MS will work under the direction of the MM and maintain appropriate mission databases and funding reports as necessary for mission execution

(2) Relationships. Same as MM.

(3) Personnel Requirements. Same as MM.

d. **Contracting Specialist:** The role of the Contracting Specialist (CT) is to work in cooperation with the Contracting Officer (KO) to prepare, advertise and award all contracting documents necessary to execute the mission.

(1) **Responsibility:** The Contracting Specialist is responsible for the development and execution of all contracting documents, as directed by the MM.

(2) **Relationships:** The Contracting Specialist must be fully familiar with the emergency contracting process and maintain a working knowledge of the various types of contracts available. The CT specialist receives direction from the MM and works under the general supervision of the KO located at the ERRO. The CT specialist also recommends to the MM the type of contract to be implemented and interprets the capabilities of existing contracts. Once the need to award a contract has been established, the CT Specialist works with the Contracting Officer for award of contracts. Only the Contracting Officer or their designated representative have the authority to direct the contractor. At the option of the host District, the Contracting Specialist may be granted access to their CEFMS database with appropriate authorities required to contract for the Ice Mission. Should the host District opt not to grant CEFMS access to the Contracting Specialist, then the host District should provide an employee with appropriate authority to execute contracts under direction from the MM. This employee will also require authorization to access the District's SACCONs and/or Standard Procurement System (SPS).

(3) **Personnel Requirements:** The Contracting Specialist should be a qualified employee of a District or Division Contracting Office who is fully familiar with emergency contracting authorities and procedures.

e. **Logistics Team Member:** The logistics team member (LTM) works at the staging area for the LERT Team Leader. An additional logistics team member will be assigned and deploy to support a night shift as necessary.

(1) **Responsibility.** The LTM's responsibility is to receive the ice at the staging area, coordinate storage, assure accountability, facilitate delivery, and provide status reports.

(2) **Relationships.** The LTM works under the general supervision of the LERT team Leader and receives taskings from the Ice Mission Manager for execution. The LTM supports the MM by providing current status reports as to inventory and delivery on a daily or more frequent basis as directed by the MM. The LTM works closely with other state and Federal agencies at the staging area to facilitate efficient delivery. The LTM's primary responsibility is for the receipt and distribution of the ice product and reporting progress to the MM. The LTM also works in close coordination with ESF 1 to coordinate information concerning shipment schedules and to maintain an inventory of the ice product at the Mobilization Center and the amount of ice in transit.

(3) Personnel Requirements. The LTM must be an effective manager. Special training is required for the receiving and accountability process. The Logistics Management stovepipe will work with EMs to solicit logistics support. This position requires an alternate person be designated.

4. Pre-Disaster Planning.

a. **USACE.** The assignment of a PRT gives a District/ERRO full responsibility for execution of the mission. The Ice PRT within the impacted Division will be the responding PRT unless deemed otherwise directed by HQUSACE at the request of the impacted Division. In such cases, initial response will be accomplished by another PRT from outside the impacted Division boundaries based on a pre-determined rotational basis. EM's primary pre-disaster responsibilities are PRT's planning and training.

The following are planning/training responsibilities required of District Emergency Management Offices with an assigned Ice PRT:

(1) Compiling vendor data for ice vendors within their division boundaries. This compiled data will be entered into a national database for use by all Emergency Management offices.

(2) Coordinate with PRT assigned personnel to prepare scopes of work for pre-disaster and post disaster contracts. Contracts should be applicable for CONSUS and OCONSUS areas located within the geographical Division boundaries.

(3) Selecting team personnel, with alternates, to include Commander's approval.

(4) Managing team deployment data.

(5) Providing team equipment and supplies.

(6) Assuring team members are trained for PRT response to include initial and refresher PRT training.

(7) Assuring train-the-trainer programs for alternate team members are accomplished.

(8) Assuring team members are trained on the Mission and Function Guides.

(9) Keeping team informed on pending response deployments and status.

(10) Develop guidance indicating minimum amounts of ice to meet the identified requirements. Provide recommendations for different means of supply, treatment and distribution.

(11) Identify state and local certification processes. Identify potential ice quality issues (who approves or checks ice brought in--usually local health department).

(12) Identify a means of field testing ice for contamination (bacteria and chemicals). Determine testing requirements (local, state, and Federal), determine lag-time for test results (usually at least 24 hours). Identify commercial sources that can conduct required tests, evaluate vendors with respect to shortest delivery time, accuracy of results, and largest testing volume.

b. State/Local Governments. The district EM will work closely with local/state agencies to ensure current databases are maintained by the responsible agencies regarding the following:

- (1) Potential mobilization centers and staging areas.
- (2) Sources of packaged ice, portable ice plants, and refrigerated trucks of various sizes (vendors).
- (3) Maps designating critical transportation routes and facilities.
- (4) An inventory of critical facilities (shelters, hospitals, etc) to include a brief description of each facility with points of contact and telephone numbers. (Locations in a compatible GIS coordinate system would facilitate distribution.)

5. Disaster Assessment.

a. An initial assessment for emergency ice will provide a base-line for immediate needs and facilitate an estimate of efforts necessary to reach end state. The initial assessment will be accomplished by the Rapid Needs Assessment Team. This assessment could identify the extent of requirements to hospitals, shelters and other mass care facilities. The following is a sample of initial assessment criteria:

- (1) The availability of adequate quantities of ice for food preservation and basic sanitation.
- (2) Status of power production and power distribution system.
- (3) The response capability of local public works and utilities departments.
- (4) Commercially available (local) sources of ice.

b. The following are post-disaster responsibilities of the Emergency Management Offices:

(1) Keep team informed on response deployment status to include alert, standby and actual deployment.

(2) Coordinate with requesting division on required team composition.

(3) Coordinate deployment details to include travel orders, deployment location, POCs, transportation requirements and lodging.

6. Special Coordination Issues.

a. Within the Disaster Field Office (DFO). Coordination between ERRO and other ESFs should be initiated through the AO. The AO should be aware of all issues coordinated in the field between ERRO and other ESFs. Below are listed some of the basic purposes for coordination with the various ESFs at the DFO.

(1) ESF #1(Department of Transportation). They can assist and facilitate the transportation of ice and material to the disaster area. They can also provide transportation of ice from plants to staging areas and distribution sites, secure refrigerated trucks and reefers to haul ice to distribution sites.

(2) ESF #4(Forest Service). They can assist inventory management of ice while using Federal staging and distribution sites.

(3) ESF #6(American Red Cross). They can identify requirements for shelters and mass care sites. Mass care facilities may include public and private schools, day care, hotels and mental health facilities.

(4) ESF #7(GSA). They can identify and procure available resources. This could include bagged and block ice, coolers and ice storage reefers.

(5) ESF #8(US Public Health Service). They can identify requirements for health care facilities. This could include hospitals, public clinics, medical units and DMAT facilities. They can also provide assistance in testing the quality of ice and evaluation of commercial ice facilities.

(6) ESF #10(EPA). They can provide technical assistance in testing the quality of bagged and block ice. They can also provide evaluations of commercial ice plants.

(7) ESF #11(Department of Agriculture). They can facilitate distribution of ice and are a source to validate requirements at mass feeding sites. It should be noted that requirements for ice at mass feeding sites are usually developed by ESF #6.

(8) Defense Coordinating Officer (DCO). They can determine available resources (trucks for transportation and troop labor), coordinate taskings and provide requirements for troops. They can also provide transportation, reefers, and assist with the distribution of ice.

b. Operations Remote from the DFO. Coordination with the following organizations is routinely conducted by the ERRO and focus on execution of specific tasks. Since the ERRO has direct access to local responders, it is easy for responders to short circuit the established process for requesting assistance by trying to modify requirements directly with ERRO staff. It is imperative that all requirements (initial and changes/updates) be routed through the appropriate channels (state, FEMA) to the ESF #3 Action Officer for approval, funding and prioritization.

(1) Military units. Coordination is necessary for issued tasks that could include operation of storage sites, transportation of ice and quality assurance testing. Tasks performed must be previously issued through the AO to the DCO.

(2) Local government (public works, EM, fire, police, sanitation permits).

(3) Volunteer Agencies (VOLAGS).

(4) Vendors.

(5) Shelter managers. They can verify inventories and requirements.

7. Notification, Activation and Deployment. Only after coordination with FEMA will HQ USACE Emergency Operations Center (UOC) notify the Lead Division's EM/readiness office to activate mobilization of the various team members. Each team member has already received a commitment and endorsement by their commander and supervisor, as ready for deployment. Each cadre member is required to be ready to deploy within six (6) hours of notification. Arrival at the mission site will of course be dependent on commercial airline schedules; however, the six hour deployment requirement is understood by all cadre members and agreed upon prior to training. The District EM is responsible for:

a. Keeping team informed on response deployment status to include alert, standby and actual deployment.

b. Coordinating with requesting division on required team composition.

c. Coordinating deployment details to include travel orders, deployment location, POCs, transportation requirements and lodging.

8. Contract Information/Considerations. As of June 1999, USACE is in the process of soliciting bids for a comprehensive ice delivery contract to be utilized for all disaster responses both CONUS and for OCONUS states and territories. It is anticipated that this

contract will be awarded by 1 August 1999. Once awarded, the contract shall be utilized for the purchase and delivery of ice to all disaster areas in response to mission assignments received from FEMA or for any other emergency response. The contractor is not obligated to honor any single order for less than 200,000 pounds; in excess of 3,000,000 pounds; any combination of orders in excess of 15,000,000 pounds, or any series of orders within 30 calendar days that together call for quantities exceeding in limitations stated above. The government shall offer all ice requirements to this contractor. If the contractor declines any such orders, alternative acquisition methods may be utilized. The scope of work, as contained in Appendix B, requires the vendor to manufacture, deliver and store ice in accordance with stated requirements. It is a national contract with provisions for any Corps District to place delivery orders for ice delivery.

- In the event that an ice mission is received prior to award of this contract, the scope of work as contained in Appendix B shall be used for the development of ice delivery contracts. If vendors do not have delivery capabilities capable of meeting the mission requirements, the AO should, in coordination with the FEMA Project Officer, task ESF 1 to deliver the ice product.
- All delivery orders should include the necessary requirements to define quantities, delivery locations, and storage requirements. These orders should be written so that the quantities and distribution can be adjusted as the requirements change. These orders, as applicable, should include provisions for transporting the product to relocated Mobilization Centers and/or distribution locations as necessary. Quality assurance is essential to the success of these types of missions and requirements for quality control are included in the basic contract. Testing of the product, if required, will be accomplished by separate contract or by taskings to the appropriate public health agency such as EPA or PHS. In general, there will be no additional Federal testing requirements beyond that stated in the scope of work unless there is cause to suspect contamination of the product, or if requested by an appropriate state agency.

a. Scope (ability to define). In the absence of specific requirements, estimate based on 16 lbs. per person/day (flexibility of 50-150%).

(1) Requirements based from users/locals/state/Federal Government.

(2) Estimate based on:

(a) Populations affected.

(b) Location (tropical, temperate).

(c) Season (temperature).

(d) Delivery system (how much can it deliver).

(e) Available storage.

b. Timeliness (need to have). Usually immediate (within 24 hours) since ice will be used to keep food preserved while commercial power is out.

c. Variation (size). 8 to 24 pounds person/day.

d. Duration. 30 days, with option for two 30-day extensions by USACE.

e. Special Considerations: The following are special considerations have been developed for inclusions in the scope of ice delivery contracts. The National comprehensive contract has been developed to include all phases of the mission from purchase to final delivery to the distribution site. This comprehensive contract will minimize USACE administrative, QA and logistical responsibilities as well as minimizing re-handling of the product and the potential for contamination. Provisions of the comprehensive contract include:

(1) Federal/state certification of ice and ice plants and use of public water system.

(2) Bag size of 5-10 lb depending on existing inventory and availability.

(3) Shipments palletized in specified packaging containers.

(4) Initial contractor offloading and storage.

(5) Sanitation requirements for delivery vessels.

(6) Capability for storage at the initial delivery location.

f. Flexibility.

(1) Daily modifications to change supply by up to 25 percent within 24 hours.

(2) Termination within 24 hours.

9. **Real Estate Requirements**. Primary requirement is to have a secure space to stage containers. Distribution is likely to be from mass care sites.

10. **Logistics**.

a. Location and management of staging areas. Do not leave pallets and other related equipment at airports or dockside. Pallets are a general safety hazard, as well as choking access and reducing storage capacity. If loads must be broken up or staged, a fork lift will facilitate operations. If a hard surface is not available, a rubber-wheeled fork lift could be secured. ESF #1(DOT) can assist in locating and contracting.

b. Accountability, maintenance and tracking of resources. An authorized receiving agent should be on-site to receive ice shipments to ensure delivery. Refrigerated storage trailers deployed to the field should be marked with some form of identification to facilitate aerial observation. A suggestion would be to spray a solid three-foot diameter circle on top of the trailer with fluorescent orange paint. Dockside operations would be facilitated by locating a Harbormaster at the port to control arrival and departure of materials.

c. Maintenance. A separate contract for maintenance and repair should be provided for refrigerated storage trailers if not included in the delivery contract. The primary requirement is to keep the refrigerated units fueled. The secondary requirement is to prevent mechanical failure and provide necessary repairs such as tire damage. The contract should be performance-based. Specifications should include a maximum percent of down time, a minimum response time, a minimum of equipment to be on-call, and a preventive maintenance schedule to ensure refrigerated unit fuel tanks are maintained at least 25 percent full at all times and fully fueled prior to daily departure on delivery routes. An alternate method would be to have back-up refrigeration storage trailers with a fork lift to move the palletized ice.

11. **Public Affairs.** Public Affairs should be pro-active in supporting the ice operations. Activities will include preparing notices of ice distribution locations and schedules. Since ice is perishable, news releases should be prepared in advance with a focus on radio announcements and fully coordinated with the Joint Information Center. Any releases concerning suspected contamination of ice shall also be coordinated with appropriate State and Federal Health agencies prior to release.

12. **Reporting.** Upward reporting should be initiated and controlled by the MM. The MM will provide pre-identified Essential Elements of Information (EEIs) as detailed in the ENGLINK reporting system. The MM will also maintain, in appropriate format, all information required to execute the mission and document actions taken, whether required for upward reporting or not. Typical EEIs include the following:

- a. Mission Amounts.
- b. No. of units and location.
- c. % Complete.
- d. Estimated completion dates.
- e. No. of units turned over to FEMA.

13. **After Action.** An important part of any mission is the self assessment and review of the team performance during the event. Development of written lessons learned and analysis is the responsibility of every team member. The goal of this effort is to provide a corporate

memory of success and failures which can be eventually integrated into training of future mission teams. Unbiased observations and recommendations will be solicited by the Evaluation and Corrective Action (ECA) Team during and after the event. To assist in capturing documentation of problem areas and suggestions for improving future response missions, each employee responding should be provided a lessons learned form to provide input to the After Action Report. Written comments, including the lessons learned form from responding employees, and recommendations shall be forwarded to the action officer who will provide the combined comments to the ECA team.

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Appendix A

Mission Assignments / RFA's

1. Pre-declaration MAs.

Initial Pre-declaration Mission Assignments will originate from the FEMA Regional Operations Center (ROC). Dependent upon the nature of the event, pre-declaration MA's may be received from three to four days in advance of a predictable event such as hurricanes and coastal storms. The MA will be received in the form of a Request For Federal Assistance (RFA). A sample RFA is attached as Attachment A-1. The RFA specifies the scope of the mission and authorized funding. For Pre-Declaration MAs, initial funding will be in the range of \$125,000. Prescribed MAs have been developed in coordination with FEMA to avoid potential mission definition problems. The pre-scripted scope of the pre-disaster MA is as follows:

Emergency Ice - \$125,000

Activate and preposition Ice PRT to provide for event specific planning. Implement Advanced Contracting Initiative (ACI) or other contracting process to locate, procure, transport and pre-position bulk/bag ice (in conjunction with ESF # 1) to mob centers or other delivery sites. If existing inventory of ice is used, certification of quality through independent testing will be accomplished. Reefers transporting ice that arrives at mobilization centers or other delivery sites may be staged through (date) until specific delivery instructions are provided. The Corps will release the drivers, tractors and reefers when appropriate. A subsequent MA may be issued for post-declaration, if necessary.

2. Post-declaration MAs.

Post-declaration Mission Assignments may originate from either the ROC or the DFO, if established. Upon issuance of a Post-disaster MA, work on the Pre-disaster event will cease and all future work and funding will be accomplished under post-disaster mission authorities. Efforts will be initiated to close-out the pre-disaster MA. The post-disaster MA may be received verbally or written in the form of a Request For Federal Assistance (RFA). Verbal MAs will be confirmed with a follow-up RFA. The RFA specifies the scope of the mission and authorized funding. For Post-Declaration MAs, initial funding will be in the range of \$1,000,000 or other amount as appropriate based on needs assessments. Post-scripted MAs have also been developed in coordination with FMA to avoid potential mission definition problems. The post-scripted scope of the pre-disaster MA is as follows:

Emergency Ice - \$1M

Expand the scope of, or initiate the Advanced Contracting Initiative (ACI) or other contracting process to locate, procure, transport (in conjunction with ESF #1), deliver and distribute bulk/bagged ice to the affected areas as directed by FEMA. In some cases reefers may be left in the field on a rotation basis to serve as distribution sites. If an existing inventory of ice is used, certification of quality through independent testing will be accomplished. The Corps will release the drivers, tractors, and reefers when appropriate.

REQUEST FOR FEDERAL ASSISTANCE (RFA) FORM

I. TRACKING INFORMATION (FEMA Use Only)					
STATE:				CONTROL #:	
PROGRAM CODE/EVENT #:				DATE/TIME REC'D:	
II. ASSISTANCE REQUESTED					
Assistance Requested:					
Quantity:		Date/Time Required:		Internal Control #:	
Delivery Location:					
Initiator/Requestor Name:				Ph #:	Date:
POC Name:				Ph #:	Date:
* State Approving Official (Required for DFA and TA):					Date:
III. INITIAL FEDERAL COORDINATION (Operations Section)					
Action to:	<input type="checkbox"/> ESF #: <input type="checkbox"/> Other:	Date/Time Assigned:	Priority: <input type="checkbox"/> 1 Lifesaving	<input type="checkbox"/> 2 Life sustaining <input type="checkbox"/> 3 High	<input type="checkbox"/> 4 Medium <input type="checkbox"/> 5 Normal
IV. DESCRIPTION (Assigned Agency Action Officer)					
Mission Statement:					
Assigned Agency:			Projected Start Date:	Projected End Date:	
<input type="checkbox"/> New MA	<input type="checkbox"/> Amendment to MA #:		Total Cost Estimate: \$	<input type="checkbox"/> See Attached	
Assigned Agency POC Name:			Phone #:		
V. COORDINATION (FEMA Use Only)					
Type of Assistance:	<input type="checkbox"/> Direct Federal Assistance State Cost Share (0%, 10%, 25%)	<input type="checkbox"/> Technical Assistance State Cost Share (0%)	<input type="checkbox"/> Federal Operations Support State Cost Share (0%)		
Fund Citation: 19 - 06 - - 9 4 - 250 -D			Appropriation code: 58X0104		
State Cost Share Percent: %			State Cost Share Amount: \$		
Mission Assignment Coordinator (Preparer):					Date:
**FEMA Project Officer/Branch Chief (Program Approval):					Date:
**Comptroller/Funds Control (Funds Review):					Date:
VI. APPROVAL					
* State Approving Official (required for DFA and TA):					Date:
					Date:
** Federal Approving Official (required for all):					
VII. OBLIGATION (FEMA Use Only)					
Mission Assignment #:	Amt. This Action: \$		Date/Time Obligated:		
Amendment #:	Cumulative Amt. \$		Initials:		

* Signature required for Direct Federal Assistance and Technical Assistance RFAs.

**** Signature required for all RFAs.**

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Appendix B

Contract Statement of Work

The following Scope of Work was prepared for the national ice contract and includes provisions for the purchase, delivery and storage of ice for disaster response purposes. The national contract should be used for all disaster responses. If for some reason, the national contract cannot be implemented, the attached Scope of Work provides guidance for requirements in the preparation of other contracting documents.

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SECTION C

DESCRIPTION/SPECIFICATIONS/WORK STATEMENT

C.1.0. Purpose. The purpose of this contract is to provide packaged ice to people whose normal source of water and power has been disrupted by some emergency event, i.e., hurricane, flood, earthquake, fire, etc, in the fifty United States and all U.S. Territorial Possessions around the world. Items required of the contractor include, but are not limited to, all supervision, equipment, labor, materials and supplies required to produce, transport, handle and store packaged ice and to report delivery status. The Contractor recognizes that the contract will require a quick preparedness and response time in all emergency situations requiring ice delivery, as this is an emergency contract, time of performance and delivery of the ice is of the essence. Other contractors will be working in the disaster area. Cooperation with these contractors and public officials is necessary to assure effective execution of this contract. This contract may result in the delivery of ice to two or more locations simultaneously should multiple disaster responses occur at the same time.

C.2.0. Award of Contract. The contract delivery orders will be awarded for the production, delivery, handling and storage of ice. It is anticipated that the issuance of multiple delivery orders will be made for one or more delivery sites. The contractor, upon issuance by the Government of a delivery order, shall execute the work within the time specified, furnish all items specified, and deliver to the designated location.

C.3.0. Contractor's Operations Manager. At the time of award, the Contractor shall provide a 24-hour point of contact with a minimum of one alternate to include the individual's business telephone, home telephone, cellular phone or pager number, and fax number. During the contract period, the Contracting Officer shall be notified immediately of any changes regarding the designated contact persons. The Contractor, upon issuance of a delivery order for ice, shall provide an Operations Manager at the Corps of Engineer's (COE) Contracting Office or the Emergency Response and Recovery Office (ERRO), as directed by the Contracting Officer, to serve as a liaison with the COE within 24 hours after receipt of the delivery order. The ERRO office is the designated office that is the operations center of the emergency response event which is normally located near the disaster site. The Operations Manager shall have electronic linkage with the Contractor's home office and all field operations. Electronic information shall be established to track ice shipment quantities, ice shipment dates, ice receiving dates, shipping destinations, and any other essential elements of information required by the Government. This information shall be compiled in electronic reporting programs for transfer to Government representatives.

C.3.0.1. The Operations Manager is the Contractor's principle point of contact with the COE and shall be responsible for managing the coordination of planning, delivery, and reporting on all matters of the contract. The Operations Manager shall be on call 24 hours per day, seven days per week and shall be able to immediately communicate with all facets of their organization. When the Contractor is tasked to deliver the ice product in accordance with paragraph C.2.0. above, the Operations Manager may be required to relocate to the ERRO to serve as the liaison with COE and provide Essential Elements of Information (EEIs) to COE. Required information will be updated every 4 hours. The schedule for reporting will be revised as appropriate by the Contracting Officer, based on delivery schedules. Should the response actions require 24-hour operations or should multiple disasters occur simultaneously, additional Operations Managers shall be available.

C.4.0. Product Requirements. The ice shall be produced, packaged, transported, stored and handled in accordance with all applicable Federal, state and local laws and regulations. The Contractor shall provide to the Contracting Officer copies of applicable permits, licenses, appraisals, inspection reports and previous test results of analytical testing for chemical and microbiological contaminants, chemical, physical and radiological annual analysis of source water and product samples, the latest bacteriological analyses of source water and product samples for ice provided, and the date of production of ice supplied under this contract. This

information shall be provided within 24 hours after receipt of the delivery order. All ice shall be manufactured within no more than 90 days of the date of delivery. The ice shall be in cube or cylinder form and the volume should be approximately 2 cubic inches. Ice in chipped, crushed, or shaved form is unacceptable.

C.4.0.1. Ice shall be manufactured in compliance with the Food and Drug Administration (FDA) Good Manufacturing Practices (GMP) of 21 C.F.R. 110, the Packaged Ice Association (PIA) standards, and all applicable state (states in which the ice is manufactured), local, and Federal laws and regulations. The Contractor shall provide, package, transport and store ice in accordance with the specifications in this contract. All expenses incurred due to compliance with the contract specifications are the Contractor's responsibility. The Contracting Officer shall receive from the Contractor a letter of certification of compliance with all requirements set forth in the contract specifications. Due to the emergency nature of this contract and the need for immediate delivery of the ice product, the Contractor shall be allowed a period of one week to provide this information following receipt of the delivery order. Ice plants shall be open for inspection by a Corps of Engineer's Representative (COER) at all times the ice plant is in production. The Contractor shall comply with all state and Federal regulations and laws as they pertain to water and ice. The Contractor shall initiate and maintain a safety and health program, which shall comply with Occupational Safety and Health Administration (OSHA) standards. The COE will not be liable for actions causing accidents, which are a direct or indirect result of the ice production, storage and/or delivery.

C.4.0.2. The COE may test the ice produced through a separate entity. The Contractor shall be required to fully cooperate with the laboratory conducting the ice testing. The additional testing contract will not relieve the Contractor of regularly scheduled monthly testing requirements described in paragraph C.4.0.3. The COE reserves the right to make point-of-manufacture and point-of-delivery inspections and testing to ensure compliance with the standards stated in this scope of work. The Contractor shall insure that all ice plants use source water from a public water supply, which is currently in compliance with the National Primary Drinking Water Regulations (NPDWR) of the Safe Drinking Water Act (SDWA) and which achieved that compliance without an exemption under the SDWA.

C.4.0.3. Random samples of source water and ice produced in each plant shall be tested by a state approved laboratory at least once a month for fecal and total coliform organism, and Heterotrophic Plate Count (HPC). Total coliform and HPE shall not exceed established local, state, and Federal standards at the location of ice production. Records of all tests shall be maintained and the most recent six months of test results shall be submitted as requested by the Contracting Officer. This testing of random samples of water and ice, on a monthly basis, shall be at the expense of the Contractor.

C.5.0. Packaging. The ice shall be sealed in 5 to 20-pound plastic bags and stacked on sanitized pallets. All pallets shall be constructed of hardwood. Pallets constructed of softwood or plastic shall not be deemed acceptable. Documentation showing that each of the pallets has been properly sanitized in accordance with acceptable industry standards, including the method of sanitation, shall be provided to the Contracting Officer. Each pallet shall contain 2,000 pounds of ice (net weight). The top of the pallet shall have an impermeable barrier (capable of withstanding the harsh conditions associated with multiple loading and unloading operations, long-distance transportation, and extended storage) on which the ice bags shall come in contact. During the initial 72 hours of ice delivery requirements, pallets of bagged ice shall be fully covered on the top, all four sides, and the bottom with a waterproof, wax-lined, corrugated cardboard container or a minimum of one layer of bubble-wrap and a minimum of four layers of stretch-wrap (stretch-wrap shall be placed on the exterior surface of the bubble-wrap). All bagged ice delivered after the initial 72 hour period shall be packaged in cardboard containers only. **Pallets and cardboard containers will become U.S. Government property at final destination.**

C.5.0.1. At no time shall the packaged ice come into contact with the floor, ground, or any other contaminated surfaces. If the ice or packaged ice comes into contact with the floor, ground, or other potentially contaminated surfaces, the ice shall be deemed unacceptable and shall be refused by the Government. The Contractor shall be responsible for properly disposing of the unacceptable ice at the sole expense of the Contractor.

C.5.0.2. All pallets of ice shall have a label securely attached to the pallet clearly stating the following: the name, address, phone number, point of contact at the plant that manufactured the ice, and the date the ice was manufactured. The label shall be made of waterproof **material** and printed in permanent, waterproof ink. Labels shall be either permanently affixed to the cardboard container or placed under the interior of the outermost layer of shrink-wrap, on the top and at least two sides of all pallets of ice.

C.6.0. Ice Transportation Unit (Reefer). Each storage/transportation freezer shall be cleaned, sanitized and cooled to 20 degrees Fahrenheit for a minimum of 2 hours prior to loading to prevent condensation dripping. Each ice container shall be of a tight-fitting construction with all sides, top, and doors fitting tightly with no penetrations other than ones which are factory installed. Ice shipping containers shall be subject to inspection by a Corps of Engineer's Representative at all times. All containers used to transport ice shall be protected from dust, dirt, or any other source of contamination and shall be kept clean, sanitized, and in good repair. If the COE determines the condition of the container is not being maintained in accordance with the specifications, the COE shall require the container to be pulled from service until the specifications are met. **The COE may test the surfaces of storage/transportation freezers/containers. Wipe tests shall be taken from each of the ice containers used in the shipment of the ice.** Testing shall be performed under a separate laboratory contract. The Contractor shall fully cooperate with the laboratory conducting the testing.

C.7.0. Ice Storage. Contractor must have the capability to provide on site storage at the delivery site up to the capacity of 500,000 lbs. of ice. In addition, the contractor must provide adequate equipment and manpower for unloading and storage purposes. The Contractor shall be capable of storing and handling ice for up to 30 days with a storage capacity of 500,000 pounds per day at locations identified by individual delivery orders. The Government reserves the right to obtain storage from other sources. If storage is required by the delivery order, the contractor shall be guaranteed a minimum payment for 7 days storage for the storage capacity specified in the delivery order.

C.8.0. Transportation Requirements (Shipping). All applicable state, local, and Federal laws and regulations shall be complied with in the transportation of the ice. The Contractor shall furnish to the Contracting Officer a letter of certification of compliance with all requirements set forth in the contract specifications within a period of three days following receipt of the delivery order. The Contractor shall maintain a safety and health program which shall comply with OSHA standards and the most current Corps of Engineers Safety and Health Requirements Manual, EM 385-1-1.

C.8.0.1. Shipment of Ice by Air Transportation. Ice shall be delivered to OCONUS (Outside Continental United States) areas which consist of Alaska, Hawaii, Guam, Puerto Rico, and Virgin Islands when directed by the Contracting Officer. Deliveries shall be accomplished initially by air transportation to meet immediate demands. Arrangements shall commence immediately for Ocean shipping to replace air delivery requirements. Air delivery shall cease immediately upon establishment of sufficient delivery of ice by Ocean shipping to the designated areas. All operators (drivers, pilots, etc.) shall possess the required state and federal licenses to operate the equipment used in the transportation system. All requirements (identification, security badges, driver's licenses, passports, etc.) of the airport shall be met.

C.8.0.1.1. For the purpose of this contract, an ice container is defined as any system into which the ice or pallet(s) of ice are directly placed for shipment. The aircraft fuselage shall be considered an ice container when a reefer is not placed inside the aircraft. When a reefer is placed inside the aircraft, the reefer shall be considered the ice container.

C.8.0.1.2. The Contractor shall provide to the Contracting Officer and to the Emergency Operations Center (EOC) by fax a confirmation of that day's flight schedule and a next day's estimated flight schedule no later

than 2300 hours (time zone of the disaster location) of each day. (The fax phone number will be provided at the time the delivery order is issued.) At the top of each estimated flight schedule shall be printed the heading with the contractor's name, address, phone number, point of contact, date and the title, "Estimated Flight

Schedule for (date)". Below the heading, in columnar format, shall be the aircraft tail number, aircraft contractor name (if different from the heading), airport departing from, estimated tonnage carried, estimated time of departing, estimated time of arrival at destination and airport arriving at. The confirmation flight schedule sheet shall have all of the items the estimated flight schedule has except where estimated is used actual tonnage and times shall be given. The title, "Actual Flight Schedule for (date)" will be used.

C.8.0.2. Shipment of Ice by Ocean Transportation. When directed by the Contracting Officer, refrigerated ocean shipping containers shall be used and provided by the Contractor. All ocean shipping containers shall fully comply with the requirements stated in paragraph C.6.0.

C.9.0. Payment for Ice shall be based on the quantity delivered on a per pound basis and received in satisfactory condition in full compliance with the specification requirements at the location identified in the individual delivery order. No payment will be made for any ice product determined to be contaminated by the established testing procedures. This includes any ice that is found to be contaminated either by the Contractor, the Government's independent testing laboratory, or the COE. No separate payment will be made for handling costs associated with loading, transferring, or unloading of ice at the specified delivery site.

C.9.0.1. Payment for Transportation. No separate payment will be made for transportation costs associated with delivery of packaged ice. The Contractor shall include all costs of transportation in the appropriate bid item for the ice costs. The Contractor shall be responsible for all transportation costs of the ice to specified delivery sites. All expenses incurred to comply with state, local, and Federal laws and regulations shall be the Contractor's responsibility.

C.10.0. Delivery.

C.10.0.1. Orders. Orders shall be issued in writing, by electronic communication, or facsimile. All documents, which are to be delivered to the Contracting Officer and EOC, shall be faxed. The fax phone number will be provided at the time the delivery order is issued.

C.10.0.2. Quantity. The Contractor shall be capable of providing a minimum of 500,000 pounds of bagged ice within 24 hours for locations within CONUS and within 48 hours for locations OCONUS, with the exception of Guam, after receipt of the ice delivery orders. Delivery of ice to Guam shall be made within 72 hours after receipt of the ice delivery orders. After this requirement has been met, the Contractor shall be capable of delivering a minimum amount of 500,000 pounds of bagged ice every day thereafter until otherwise notified of a change in requirements by the Government. The following table shows the capability requirements per event and the annual requirements:

CAPABILITY REQUIREMENTS

Time Frame	CONUS Per Event*	CONUS Annual Req't	OCONUS (Except Guam) Per Event*	OCONUS (Except Guam) Annual Req't	OCONUS Guam Per Event*	OCONUS Guam Annual Req't
Day 1 (0-24 hrs)	500,000 lbs.	1,500,000 lbs.	N/R	N/R	N/R	N/R
Day 2 (24-48 hrs.)	500,000 lbs.	1,500,000 lbs.	160,000 lbs.	480,000 lbs.	N/R	N/R
Day 3 (48-72 hrs.)	500,000 lbs.	1,500,000 lbs.	240,000 lbs.	720,000 lbs.	160,000 lbs.	160,000 lbs.
Day 4 (72-96 hrs.)	500,000 lbs.	1,500,000 lbs.	500,000 lbs.	1,500,000 lbs.	240,000 lbs.	240,000 lbs.
Day 5 and thereafter (96 hrs. -Until Mission Completion)	500,000 lbs.	1,500,000 lbs.	500,000 lbs.	1,500,000 lbs.	500,000 lbs.	500,000 lbs.

*Per event delivery requirements reflect estimated requirements per day following receipt of delivery order.

The Government will order deliveries in quantities that approximate standard industry delivery loads by truck, aircraft, or ocean vessels. Orders will normally be issued for quantities of no less than 20 tons (40,000 pounds). The Government reserves the right to purchase ice from other sources.

C.10.0.3. Delivery Requirements. The Contractor shall deliver the packaged ice in the quantities specified, to the locations identified by individual delivery orders, and at the times indicated in the delivery orders in refrigerated containers maintained at a temperature not to exceed 20 degrees Fahrenheit. The bagged ice shall be delivered to designations specified in the delivery orders. Designated locations are generally defined as a location within a fifty mile radius of potentially impacted disaster areas located in the continental United States (CONUS), the States of Alaska and Hawaii, and United States Territorial Possessions outside the continental United States (OCONUS). The Contractor shall also possess the capability to deliver ice from initial delivery points to relocated staging areas and/or distribution points for public consumption. Additional ground mileage for reshipment of the ice deliveries will be paid for on the basis of total mileage between the designation specified in the initial delivery schedule and the final delivery location. The mileage shall be computed by using Army Regulation 55-60, Transportation and Travel, Official Table of Distances, Continental United States, Alaska, Hawaii, Canada, Canal Zone Central America, Mexico and Puerto Rico, dated December 1981, or edition current at date of bid opening. No per diem will be paid for delivery.

C.10.0.3.1. Each delivery order issued will clearly state the required quantity and delivery time and will designate the location to be delivered. The Contractor shall document delivery by having his delivery personnel sign-in with the Government's on-site representative (COER) upon arrival at the designated location. The Contractor shall unload the ice at the designated location. Total quantities required for delivery will vary depending on the demand resulting from the disaster event.

C.10.0.3.2. Delivery Tickets and Invoices. A delivery ticket or sales slip containing the following minimum information shall accompany each delivery:

- . Contractor's Name (printed).
- . Contract Number.
- . Date of Purchase.
- . Place of Origin of Shipment.
- . Delivery Order Number.
- . Place(s) of Ice Manufacturing (Plant Addresses).
- . Date(s) Ice Manufactured.
- . Itemized List of Supplies or Services Furnished.
- . Quantity, Unit Price, and Extended Price of Items, Less Applicable Discounts (Unit prices and extensions need not be shown on delivery ticket when incompatible with the use of automated systems; however, the invoices must be itemized to show this information).
- . Date, Time, and Place of Delivery.
- . 24-Hour Point of Contact including Phone and Fax Numbers.
- . The information on the invoice must be legible in order for payment to be made therefor.

C.10.0.3.3 Essential Elements of Information (EEI). The Contractor shall report the following EEI on a continuous basis, as specified in previous paragraphs, to the Contracting Officer of his designated representative located in the Emergency Response and Recovery Office (ERRO).

Cumulative To Date	
Amount of Ice Under Contract	Pounds
Cumulative Ice Delivered to Staging Area(s)	Pounds
Ice Distributed to Locals/State	Pounds
Ice on Hand at Staging Area(s)	Pounds

		Last 24 Hours	Next 24 Hours
Received at Staging Area(s)	Pounds		
Distributed to Locals/State	Pounds		

END OF SECTION C

Appendix C

Ice Testing Requirements

Testing Requirements:

Coordination has been made with appropriate public health agencies to establish protocol for Federal testing requirements of the ice product. Agencies involved in the establishment of testing requirements included the following:

U.S. Army Corps of Engineers (USACE)
Environmental Protection Agency (EPA)
Public Health Service (PHS)
Center for Disease Control (CDC)

The conclusion of the coordination efforts were that, based on vendor certification and quality assurance requirements in the SOW, the delivered ice should be assumed to be good. The SOW requires the vendor to deliver a pure product and based on the above, additional testing of the ice beyond the requirements contained in the SOW will not be a Federal requirement, unless there is reason to suspect that the product has been exposed to conditions which could potentially result in product contamination.

A memorandum documenting the coordination efforts is attached as Enclosure C-1 to this Appendix.

Memorandum for Record:

7 June 1999

Subject: Conference Call To Establish Ice Testing Requirements

1. Purpose: A conference call was held on Friday, 4 June 1999 to discuss the establishment of testing procedures required for ice delivered during periods of emergency response immediately following a significant disaster event. Prior to the call, a draft scope of work (SOW) was distributed to all participants which detailed the quality control measures proposed for inclusion in a national contract for the purchase and delivery of ice to disaster victims.

2. Participants:

Participants included:

Ron Burger, CDC
Mark Gonitzek, PHS
Gary Pierce, FDA
Shelly Davis, FDA
Mark File, FDA
Gordon Golf, EPA
Bill Bokey, EPA
David Harris, COE

3. Summary

Mr. Harris briefly discussed the purpose of the conference call and proposed quality assurance measures contained in the contract scope of work. It was noted that the desired result of the conference call was to establish testing procedures should testing be required and to determine the requirement for testing in consideration of proposed quality control measures. Proposed quality control measures include:

Requirement for all plants to be fully certified by appropriate state and federal agencies.

Requirement to use public water system for ice production.

Requirement to clean and sanitize all transportation containers.

Requirement to package bagged ice in waxed cardboard boxes using hardwood or plastic pallets.

Enclosure C-1

Ms. Davis noted that ice is not regulated like bottled water and that FDA does not have specific regulations for ice. Subsequent discussions however, concluded that the distributed ice was likely to be consumed. Mr. Gordon stated that the ice should meet the same standards as water and that he would provide the water standards to the Corps of Engineers (COE). Mr. File indicated the COE should specify these standards in paragraph C.4.0.3 of the SOW, and they should be the standards used in random sample testing. It was also noted that EPA does not certify testing labs and that the SOW should be revised to require use of state labs, or labs approved by state health agencies. Mr. Burger noted that regardless of testing requirements agreed upon by the Federal representatives participating in the call, individual states and/or local governments may still require testing.

4. Conclusions:

The conclusion of the conference call participants were that, based on vendor certification and quality assurance requirements in the SOW, the delivered ice should be assumed to be good. The SOW requires the vendor to deliver a pure product and based on the above, additional testing of the ice beyond the requirements contained in the SOW will not be a Federal requirement, unless there is reason to suspect that the product has been exposed to conditions which could potentially result in product contamination.

A follow-up conference call will be held at 0900 hours on 9 June 1999 to confirm contents of this memorandum.

Respectively submitted,

David C. Harris
Corps of Engineers

Appendix D

Containerized Ice Plant (CIP)

1. The Containerized Ice Plant (CIP) consists of a self-deployable, containerized operations system capable of producing, storing and packaging potable ice. The system is located in Ft. Polk, Louisiana. The equipment is deployed on a 40-foot trailer and is capable of producing 10,000 pounds of ice/day packaged in 20-pound bags. Equipment is also available for producing dry ice, for the preservation of Class 1 items, and potable water. The equipment for producing and packaging water is available on a deployable platform. Although the equipment for producing the dry ice is not yet on a deployable platform, the equipment may be made available should the need arise.

2. Additional information concerning these resources can be obtained from the following point of contact:

Steven Mayerhoefer,
FORSCOM, Logistics and Readiness,
Building No. 200,
Fort McPherson, Georgia, 30330
Phone (404) 464-7637.

Appendix E
Contractor's Payment Request Certification

CESAC-EOC-R

23 Apr 1998

MEMORANDUM FOR RECORD

SUBJECT: Contractor's Payment Request Certification

I certify that I have checked the quantities covered by this bill, that the work was actually performed, that quantities are correct and consistent with all previous computations as actually checked, and the quantities and amounts are wholly consistent with the requirements of the contract or other instrument involved.

Contract #DACW-96-C-0035

Pay Estimate for Delivery Order 0013

Signature

Date

Appendix F List of Vendors for Bagged Ice

The members of trade organizations are possible sources.

c. Each District shall establish its own list of vendors similar to this.

State	City	Contractor	Address	Zip	Business	Fax
ST	City	Contractor Name	Street Address	Zip	Business	Fax Number
AL	Anniston	Southern Bottled Water Co.	300 W. 15th Street	36201	205-237-5628	205-236-4120
AL	Anniston	Anniston Ice Co.	230 w. 15 th St.	36201	205-236-5173	205-236-4120
AL	Mobile	Arctic Ice Company Ltd.	3200 Old Shell Rd.	36607	334-478-1188	334-478-1188
AL	Mobile	Crystal Ice Co.	800 Monroe St.	36602	334-433-3711	334-433-3711
AL	Mobile	Loop Ice	410 Dauphin Island Parkway	36606	334-479-5759	334-479-5759
AL	Mobile	Peoples Ice Co.		36610	334-452-5271	904-433-2192
AL	Pelham	Pure Pack Ice	Co. Rd. 52 West	35124	205-663-6250	N/A
AR	Little Rock	Golden Eagle Ice Co.	1640 E. 15th Street	72116	501-376-8888	501-376-6669
FL	Cocoa	Viccage Ice	315 Peachtree St.	32922	407-631-2342	407-453-6962
FL	Davie	Reddy Ice	5050 S.W. 51st Street	33314	954-584-9101	305-584-3023
FL	Delray Beach	Artic Ice Corp.	335 N. Congress Ave.	33445	407-278-2898	407-278-6368
FL	Ft. Pierce	Blue Crystal Ice	2901 Industrial Ave. 2	34946	561-461-5046	561-461-5046
FL	Homestead	Keys Water System	34 N.W. 9th Avenue	33030	305-246-1246	n/a
FL	Jacksonville	Pure Ice	4671 Edison Ave.	32254	800-367-1479	904-384-0639
FL	Jacksonville	The Ice Man	3529 Plymouth Street	32205	904-384-2013	904-388-6399
FL	Lakeland	Publix Super Markets Inc.	3045 New Tampa Hwy	33801	813-680-5200	813-499-5490
FL	Macklenny	City Ice Of Macclenny	511 N. Blvd. W.	32063	904-259-6034	904-259-9189
FL	Melbourne	Space Ice Inc.	7056 Industrial Street	32904	407-723-4941	407-725-5530
FL	New Smyrna Beach	Sparkle Ice Co.	1420 Industrial Drive	32168	904-426-7200	904-426-0271
FL	Opa-Locka	Sparkle Ice	14735 NW 24th Ct.	33054	681-0537	681-9275
FL	Pensacola	People's Crystal Ice	1511 W. Government St.	32501	904-433-2191	904-433-2192
FL	Riviera Beach	County Ice Inc.	7719 Garden Road	33404	561-881-9501	407-844-5059
FL	Stuart	Cassidy's Stuart Ice Inc.	3240 S.E. Dominate Dr.	34997	407-283-2923	407-879-0090
FL	Tampa	Clearbrook Ice	9330 Adamo Dr.	33619	813-622-8141	813-620-4759
FL	Tampa	Reddy Ice	8710 E. Broadway	33619	813-626-7688	813-623-5786
FL	Tampa	Sparkle Ice Co.	8710 E. Broadway	33619	813-626-7688	813-626-5786

**Appendix G
Logistics Forms**

Disaster Staging Area Control Log

Disaster Name:

Staging Area Name and Address:

In / Out ?	Date In/Out	Time In/Out	Carrier	Vendor	Ticket Number	Amount In pounds	Trailer Tag Number & State	Container Name & Number	Tractor Tag Number & State	Driver Name	Receiving Official

**Appendix G
Logistics Forms**

Receiving Report Support Information

Disaster Name	
Staging Area Name	
Staging Area Street Address	
Staging Area City or County	
Staging Area State	
Staging Area Point of Contact and Phone Number	
Purchase Order Number	
Ticket Number	
Vendor Name	
Carrier Company Name & Telephone Number	
Carrier's Driver Name	
Tractor Tag Number and State	
Trailer Tag Number and State	
Container Name and Number	
Date and Time of Delivery	
Items Delivered	
Quantity (Number of Pallets and Total Pounds)	
Comments:	

Federal Government Representative Accepting Delivery:

Print Name & Telephone Number

Signature

Appendix G Logistics Forms

Outgoing Report Support Information

Disaster Name	
Staging Area Name	
Staging Area Street Address	
Staging Area City or County	
Staging Area State	
Staging Area Point of Contact and Phone Number	
Tasker Number	
Delivery Destination	
Delivery Destination Point-of-Contact and Phone Number	
Carrier Company Name & Telephone Number	
Carrier's Driver Name	
Tractor Tag Number and State	
Trailer Tag Number and State	
Container Name and Number	
Date and Time of Departure	
Items Outgoing	
Quantity Shipped (Number of Pallets and Total Pounds)	
Comments:	

State Government Representative Accepting Delivery:

Print Name, Agency & Telephone Number

Signature

Appendix H Sample Reports

1. Situation Report Information.

a. FEMA Mission Status - POTABLE ICE (Mission No.).

(1) Funds Authorized.

(2) Revised Authorization Date.

(3) Funds Committed.

(4) Funds Obligated.

(5) Funds expended.

(6) Funds Available for Commitment.

Appendix H
Sample Reports

1. Situation Report Information (continued).

b. ESF3 Total Ice Mission Confirmed Delivery Sites.

Tasker Number	Delivery Site	Daily Req'd	Dispatched	Confirmed Delivery	Daily Complete (%)	Mission Complete (Date)	Remarks

Daily Total All Sites:

Mission Total Delivered to Date:

Appendix H

Sample Reports (continued)

1. Response-Recovery Transition Plan for Ice Mission.

a. Description of Mission. (COE-XXX-XX). The mission for emergency supply of ice provides for the supply and distribution of bagged ice to the State of (State). This includes procurement and transport to the communities from available sources. Ice is being obtained in bagged quantity for personal and general public use.

b. Goals/Objectives. The goals and objectives for this mission are to provide bagged ice to the State of (State) in a timely manner and in such quantity as needed to meet the demand. A scheduling period of 10 days was used to estimate ice demands. The ice is to be provided in individual containers only. The (State) National Guard provided bulk ice. The estimated demand for ice is highly variable with the largest demand for bagged ice due to power outage of local ice supply systems and individual outages. (Location), (State) area and vicinity required the longest period of ice augmentation. Most deliveries were single, one-time deliveries of (quantity and unit). (Location/counties) surrounding areas were the largest areas with the highest request (quantity and unit), respectively.

c. Description of End State. The end state for this mission is that all demands for bagged ice are met. Complete termination will be realized when existing ice demands terminate or the mission is turned over to FEMA.

d. Plan for Accomplishment. The mission objectives shall be completed in the following manner.

(1) Planning. The initial steps involved in this mission focus on responding in a timely manner to execute mission tasks assigned by ESF3.

(2) Execution. The COE initiates supply contracts for the purpose of providing ice to the communities as described in the official tasker from ESF3. (#) contracts were cut to provide for the delivery of bagged ice to the communities within certain time frames. Deliveries of bagged ice began within (Hrs) hours of the initial tasker. Stockpiling became an immediate concern when the larger communities regained their ice supply system and the need for ice became nonexistent. With a decrease in demand, ice still in the pipeline after termination of contracts were located at (#) distribution points to centralize distribution to recovery centers and other areas with needs. A certain percentage (%) of the ice stored (# bags/pounds) will be lost as a result of handling and storage during shipping, unloading and storage.

e. Possible Problems. The main problem that complicated the execution of this mission was the quantity of ice requested at the time that required more lead-time for preparation of the requests.

f. Level of Activity. (#) communities or state centers were provided with bagged ice. (Quantity and unit) of ice was purchased. The budget for execution of the ice mission was (\$) dollars.

From (date to date) pounds/tons of ice were delivered. As of date, (# of pounds) were in storage. Anticipated ice demand was intermittent with approximately (# pounds) per week before closeout.

g. Human Resources. One mission manager is currently assigned to the ice delivery mission in (State). Personnel from the Contracting Division and Logistics support the manager.

h. Physical Completion. (Date) .

i. Mission Completion Date. (Date).

j. Mission Manager. (Name and phone #).

Appendix I
Ice Mission Summary Form

Ice Mission Tracking Sheets				
DELIVERY DATE	VIA BARGE (LBS x 1000)	VIA AIR (LBS x 1000)	DELIVERED THIS DATE (LBS x 1000)	CULMULATIVE DELIVERED (LBS x 1000)

Total Under Contract: _____

Total Delivered to PR: _____

En Route to PR: _____

En Route to JAX: _____

In Staging Area: _____

Scheduled for Air: _____

Total: _____

Appendix J

Deployment Checklists

Recommended Supply List for Deployment

X	SUPPY LIST	QUANTITY
	Diskettes, 3.5 inch	2 boxes
	Stapler	1 each
	Staples	1 box
	Pens	1 box
	Clips	1 box
	Bond Paper	1 ream
	Note, pads steno	2 each
	Highlighters	1 box
	Binder, 3-ring, 2"	2 each
	Index Sheets (dividers)	2 sets
	Post-Its, various sizes	2 of each size

Suggested Equipment List for Deployment

EQUIPMENT LIST
Laptop Computer to include: Microsoft Office Suite, Netscape, E-mail program
Modem/Fax
Extension cord
Surge Protector
Telephone cord w/ connections

Suggested Personal Items List for Deployment

X	Quantity	Item
	5	Red Corps Emergency Operations Shirts
	2	Red Corps Emergency Operations Ball Caps
	1	Hard Hat
	1 pair	Safety Glasses
		Hearing Protection (Ear Plugs)
	1 pair	Steel-Toed Safety Shoes
	5 pairs	Blue Jeans or Slacks
		Socks and Undergarments
		Rain Gear
	1 pair	Sun Glasses
	1 bottle	Sun Screen
	1 bottle	Bug Repellent
		Soap, Shampoo, Deodorant, Toothpaste, Toiletries, Ect.
	1 bottle	Laundry Detergent
		Perscription Medication(s)
		Over-the-Counter Medication (asprin, etc.)
		Drivers Lisence and Government Identification
		Cash and Credit Cards
		Passport (some OCONUS locations)

Please note that this list is not all-inclusive. The deploying PRT Member should check with their District Emergency Management Office to familiarize themselves with the working and living conditions they can expect at the impacted area and pack accordingly. The initially-deployed teams should expect worst-case conditions (where there is no power and water at your hotel, and all banks, restaurants, commercial stores and vendors have been either closed or destroyed).

Appendix K

CEFMS Premissions

1. When granting access to a District CEFMS, it is recommended that the following authorities be granted to responding Ice PRT team members in order to have full capability to execute the assigned mission.

CEFMS Permission	Ice PRT Mission Manager/ Specialist	RM	Ice PRT Logistics Team Member	Ice PRT CT
Originate PR&C	Y	Y	Y	Y
Approve PR&C	Y	Y	Y	Y
Certify PR&C	Y	Y		
ENG 93 C.O.R.				Y
ENG 93 P.M. Approval				Y
Financial Approval		Y		
Technical Approval	Y	Y		Y
Accept Customer Orders	Y		Y	Y
Authorized Receiver	Y	Y	Y	Y
Supervisor	Y			
Cost Transfer		Y		
Travel Requesting Official	Y		Y	
Travel Approving Official	Y			
Travel Authenticating Official			Y	
Travel Voucher/Long Distance Phone Review Authority	Y			
Release of Claims Authority				Y
Government Order Acceptor	Y		Y	
Obligation Approver		Y		Y
Invoice Creator		Y		
PRC Authorized Assigner	Y	Y	Y	Y
Resource Plans/Estimates Appr.	Y	Y		Y
Vendor Approval Authority		Y		Y
Travel Settlement Create Ind		Y		
Commercial Transportation Auth			Y	
Other Purchases Approver Ind	Y	Y	Y	Y
Other Purchases Certifier Ind	Y	Y	Y	Y
Other Purchases Obligator Ind				Y

Appendix L

Essencial Elements of Information (EEI)

Cummulative To Date	
Ice Requested by RFA(s)	Pounds
Funding Provided in RFA(s)	Dollars
Ice Under Contract	Pounds
Ice Delivered to Staging Area(s)	Pounds
Ice Distributed to Locals/State	Pounds
Ice on Hand at Staging Area(s)	Pounds

		Last 24 Hours	Next 24 Hours
Received at Staging Area(s)	Pounds		
Distributed to Locals/State	Pounds		

Appendix M

Quick Facts

A standard pallet of ice contains 2,000 pounds of ice. The approximate dimensions are 48" wide by 48" long by 84" high (4'x4'x7').

A standard refrigerated trailer (reefer) holds approximately 1,000 pounds of ice per linear foot of trailer length.

Example - 40' Trailer holds: $40 \text{ ft} (1,000 \text{ lbs/ft}) = 40,000 \text{ lbs}$.

A C-5 military transport plane can carry two 40' reefers (on trailers). Only Sealand reefers can fit into the C-5 due to their low vertical clearance.

An Antivov 124 qcommercial transport plane can carry two 40' reefers (on trailers). Antinovs can carry any type of commercial reefers.

Most over-the-road commercial reefers have electric refrigeration units with deisel-powered generators. A reefer can be powered for approximately 24 hours per tank of deisel fuel. Most commercial reefers have two deisel fuel tanks.

Reefers commonly shipped by barge often do not have generators, but instead are plugged into a deisel power pack (capable of supplying power to approximately 20 reefers) or to industrial shore power (usually 3-phase power). If over-the-road reefers are to be shipped by barge, it is imperative to ensure that the refrigeration unit on the reefer is compatable with the power system on the barge.

Appendix N

LIST OF ACRONYMS

<u>ACRONYM</u>	<u>TERM</u>
AAR	- After Action Report
ABO	- Army Budget Office
ADP	- Automatic Data Processing
AMC	- Air Mobility Command
AO	- Action Officer
AO	- Area of Operation
APWA	- American Public Works Association
AR	- Army Regulation
ARC	- American Red Cross
BCR	- Benefit to Cost Ratio
BN	- Battalion
BNCOC	- Battalion Combat Operations Center
BOM	- Bill of Materials
C2	- Command and Control
CAT	- Crisis Action Team
CDRG	- Catastrophic Disaster Response Group
CDRP	- Catastrophic Disaster Response Plan
CEFMS	- Corps of Engineers Financial Management System
CENTCOM	- Central Command
CINCPAC	- Commander in Chief, Pacific Command
CMT	- Crisis Management Team
CO	- Construction-Operations Division
COG	- Continuity of Government
CONPLAN	- Concept Plan
CONUS	- Continental United States
COOP	- Continuity of Operations
COR	- Contracting Officer's Representative
CT	- Contracting Division
CW	- Civil Works
DA	- Department of the Army
DAC	- Disaster Application Center

DAP	-	Division Action Plan
DAS	-	Director of Army Staff
DC	-	District Command
DCE	-	Defense Coordinating Element
DCO	-	Defense Coordinating Officer
DCW	-	Director of Civil Works
DD	-	Defense Directive
DDE	-	Deputy District Engineer
DE	-	District Engineer
DFAR	-	Defense Federal Acquisition Regulations
DFO	-	Disaster Field Office
DMAT	-	Disaster Medical Assistance Team
DOD	-	Department of Defense
DOE	-	Department of Energy
DOMS	-	Directorate of Military Support
DOT	-	Department of Transportation
DQ	-	ADP Workcode for Supporting District (92X3125)
DRM	-	Disaster Recovery Manager
DRTF	-	Disaster Response Task Force
DSR	-	Damage Survey Report
DTOS	-	Deployable Tactical Operations System
DZ	-	ADP Workcode for Disaster District (96X3125)

EC	-	Engineer Circular
ECA	-	Evaluation and Corrective Action
ECCV	-	Emergency Command and Control Vehicle
EFO	-	Emergency Field Office
EICC	-	Emergency Information & Coordination Center
EM	-	Emergency Management
EN	-	Engineering Division
ENCOM	-	Engineer Command
EO	-	Executive Order
EOC	-	Emergency Operations Center
EPA	-	Environmental Protection Agency
EPLO	-	Emergency Planning Liaison Officer
ER	-	Engineer Regulation
ERRO	-	Emergency Response & Recovery Office
ERS	-	Emergency Relocation Site
ERT	-	Emergency Response Team
ERT-A	-	Emergency Response Team - Advanced
ERT-N	-	National Emergency Response Team
ERV	-	Emergency Response Vehicle
ESF	-	Emergency Support Function
ESSV	-	Emergency Support and Service Vehicle

EST	-	Emergency Support Team
ETOC	-	Emergency Tactical Operations Center
EUCOM	-	European Command
EUD	-	European Division
EWP	-	Emergency Water Program
FAR	-	Federal Acquisition Regulations
FAsT	-	Field Assessment Team
FC&CE	-	Flood Control and Coastal Emergencies (Appropriation 96X3125)
FCO	-	Federal Coordinating Officer
FCW	-	Flood Control Works
FEMA	-	Federal Emergency Management Agency
FHA	-	Federal Housing Authority
FLSA	-	Fair Labor Standards Act
FM	-	Field Manual
FOG	-	Field Operations Guide
FORSCOM	-	Forces Command
FRP	-	Federal Response Plan
FTE	-	Full Time Equivalent
GAR	-	Governor's Authorized Representative
GBL	-	Government Bill of Lading
GE	-	General Expense (Appropriation 96X3124)
GFE	-	Government Furnished Equipment
GIS	-	Geographic Information System
GPS	-	Global Positioning System
GSA	-	General Services Administration
H/I	-	Haul & Install
HAP	-	Headquarters Action Plan
HHS	-	Health and Human Services
HMGP	-	Hazard Mitigation Grant Program
HMT	-	Hazard Mitigation Team
HQ	-	Headquarters
ICS	-	Incident Command System
IDT	-	Indefinite Delivery Type
IFB	-	Invitation for Bids
IFGP	-	Individual and Family Grant Program
IM	-	Information Management
IMA	-	Individual Mobilization Augmentee

IMPLAN	-	Implementation Plan
IMT	-	Incident Management Team
IPR	-	In Progress Review
IRR	-	Initial Response Resources
IST	-	Incident Support Team
JCS	-	Joint Chiefs of Staff
JIC	-	Joint Information Center
JTF	-	Joint Task Force
LERT	-	Logistics Emergency Response Team
LM	-	Logistics Management
LNO	-	Liaison Officer
LOGCAP	-	Logistics Civil Augmentation Program
LRB	-	Great Lakes & Ohio River Division, Buffalo District
LRC	-	Great Lakes & Ohio River Division, Chicago District
LRD	-	Great Lakes & Ohio River Division
LRL	-	Great Lakes & Ohio River Division, Louisville District
LRN	-	Great Lakes & Ohio River Division, Nashville District
LRP	-	Great Lakes & Ohio River Division, Pittsburgh District
LTM	-	LERT Team Member
MA	-	Mission Assignment
MACOM	-	Major Army Command
MC	-	Mission Coordinator
MIPR	-	Military Interdepartmental Purchase Request
MM	-	Mission Manager
MP	-	Military Programs
MRE	-	Meals, Ready-to-eat
MS	-	Mission Specialist
MSC	-	Major Subordinate Command
MSCA	-	Military Support to Civil Authorities
MSCD	-	Military Support to Civil Defense
MTDA	-	Mobilization Table of Distribution and Allowances
MTMC	-	Military Traffic Management Command
MUSE	-	Mobile Utilities Support Equipment
MVD	-	Mississippi Valley Division
MVK	-	Mississippi Valley Division, Vicksburg District
MVM	-	Mississippi Valley Division, Memphis District
MVN	-	Mississippi Valley Division, New Orleans District
MVP	-	Mississippi Valley Division, ST. Paul District
MVR	-	Mississippi Valley Division, Rock Island District

MVS	-	Mississippi Valley Division, St. Louis District
NAB	-	North Atlantic Division, Baltimore District
NAD	-	North Atlantic Division
NAE	-	North Atlantic Division, New England District
NAN	-	North Atlantic Division, New York District
NAO	-	North Atlantic Division, Norfolk District
NAP	-	North Atlantic Division, Philadelphia District
NAOC	-	National Airborne Operations Center
NCO	-	Non-Commissioned Officer
NCP	-	National Contingency Plan
NCS	-	National Communication Service
NEPA	-	National Environmental Protection Act
NEPP	-	National Emergency Preparedness Program
NOI	-	Notice of Interest
NRCS	-	Natural Resources Conservation Service
NSD	-	National Security Directive
NSEP	-	National Security Emergency Preparedness
NTC	-	National Teleregistration Center
NWD	-	Northwestern Division
NWK	-	Northwestern Division, Kansas City District
NWO	-	Northwestern Division, Omaha District
NWP	-	Northwestern Division, Portland District
NWS	-	Northwestern Division, Seattle District
NWW	-	Northwestern Division, Walla Walla District
O&M, Gen	-	Operation and Maintenance, General (Appropriation 96X3123)
OCONUS	-	Outside Continental United States
OIC	-	Officer In Charge
OMA	-	Operation and Maintenance, Army
OPLAN	-	Operation Plan
PA	-	Public Affairs
PACOM	-	Pacific Command
PCA	-	Project Cooperation Agreement
PL	-	Public Law
PM	-	Program Manager
POA	-	Pacific Ocean Division , Alaska Division
POC	-	Point Of Contact
POD	-	Pacific Ocean Division
POF	-	Pacific Ocean Division , Far East Division
POH	-	Pacific Ocean Division , Honolulu Division
POJ	-	Pacific Ocean Division , Japan Division

PP	-	Prime Power
PR&C	-	Purchase Request and Contracts (CEFMS)
PRT	-	Planning & Response Team
PTF	-	Presidential Task Force
PW&E	-	Public Works and Engineering
QA	-	Quality Assurance
QC	-	Quality Control
R&R	-	Rest and Recuperation
R2K	-	Readiness 2000
RE	-	Real Estate
RFA	-	Request for Federal Assistance
RFP	-	Request for Proposal
RFQ	-	Request for Quote
RIP	-	Rehabilitation Inspection Program
RM	-	Resource Management
RNA	-	Rapid Needs Assessment
RO	-	Response Organization
ROC	-	Regional Operations Center
ROE	-	Rights of Entry
ROW	-	Rights of Way
RPG	-	Response Planning Group
RRRV	-	Regional Rapid Response Vehicle
RS/GIS	-	Remote Sensing/Geographic Information System
RSP	-	Readiness Strategic Plan
RTEC	-	Readiness Training and Exercise Committee
SAC	-	South Atlantic Division, Charleston District
SAD	-	South Atlantic Division
SAJ	-	South Atlantic Division, Jacksonville District
SAM	-	South Atlantic Division, Memphis District
SAS	-	South Atlantic Division, Savannah District
SAW	-	South Atlantic Division, Wilmington District
SBA	-	Small Business Administration
SCO	-	State Coordinating Officer
SITREP	-	Situation Report
SOP	-	Standard Operating Procedure
SOUTHCOM	-	Southern Command
SOW	-	Scope of Work

SPA	-	South Pacific Division, Albuquerque District
SPD	-	South Pacific Division
SPK	-	South Pacific Division, Sacramento District
SPL	-	South Pacific Division, Los Angeles District
SPN	-	South Pacific Division, San Francisco District
SPOTREP	-	Spot Report
SSA	-	Structural Safety Assessment
STOLS	-	System To Locate Survivors
SWD	-	Southwest Division
SWF	-	Southwest Division, Fort Worth District
SWG	-	Southwest Division, Galveston District
SWL	-	Southwest Division, Little Rock District
SWT	-	Southwest Division, Tulsa District
TBD	-	To Be Determined
TDY	-	Temporary Duty
TEECA	-	Training, Exercise, Evaluation & Corrective Action
TH	-	Temporary Housing
TLC	-	Territorial Logistics Center
TOC	-	Tactical Operations Center
TPFDL	-	Time Phased Force Deployment
TR	-	Temporary Roofing
TTAD	-	Temporary Tours of Active Duty
US&R	-	Urban Search and Rescue
USACE	-	United States Army Corps of Engineers
USACOM	-	Commander in Chief, U.S. Atlantic Command
USAR	-	United States Army Reserve
USCG	-	United States Coast Guard
USDA	-	United States Department of Agriculture
USFS	-	U.S. Forest Service
USFS	-	United States Fish and Wildlife Service
USPHS	-	United States Public Health Service
VA	-	Veterans Administration